MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019 / 2020 SESSION

DOB5018 – ORGANISATIONAL BEHAVIOUR

(Diploma Students Only)

15 OCTOBER 2019
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 8 pages with 2 sections only.
2. For section A, shade your answers on the OMR form provided.
3. For section B, write your answers in the answer booklet provided.
4. Answer **ALL** questions.

SECTION A: Multiple Choice Questions [40 Marks]

1. Ali thinks his job is not giving him an opportunity to show his real potential. Such an opinion constitutes the _____ component of an attitude.
   A. reflective
   B. reactive
   C. affective
   D. cognitive

2. Any incompatibility between two or more attitudes or between behaviour and attitudes results in _____.
   A. organisational dissonance
   B. cognitive dissonance
   C. negativity offset
   D. personal resistance

3. Anita highly identifies with her job as a teacher, actively participates in it, and considers her performance as being important to self-worth. This refers to _____.
   A. job involvement
   B. emotional stability
   C. direct effort
   D. self-interest

4. Siew Li is a junior system analyst and is dissatisfied with the way her manager treats her. She is planning to resign and find a new job. Her action represents the _____ response.
   A. exit
   B. voice
   C. neglect
   D. accept

5. As a manager, why should you be interested in your employees' attitudes?
   A. Because attitudes tell about the employees' family backgrounds.
   B. Because attitudes show different emotion states of the employees.
   C. Because attitudes result from educational background.
   D. Because attitudes give warnings of potential problems.

6. An informal group is described as the _____.
   A. predetermined tasks for project members
   B. need for employees to fulfil social contact
   C. need for organisations to establish corporate goals
   D. committee that determines project timelines

Continued ...

7. In the context of the social identity theory, people have _____ to the failure or success of group members.
   A. no pride
   B. emotional reactions
   C. lack of tolerance
   D. angry reactions

8. Most people believe that political leaders should demonstrate integrity and do their best to serve the country and citizens. This refers to _____.
   A. uncertainty
   B. diversity
   C. role expectation
   D. career opinion

9. Which of the following represents the first action in the group development process of a temporary group?
   A. Group direction is set.
   B. Inertia and slow progress.
   C. Implementation of tasks.
   D. Selection of a leader.

10. Which of the following is an advantage of group decision making when compared to individual decision making?
   A. Decisions are made faster.
   B. More ideas from the members.
   C. Increased pressure to conform.
   D. Increased conflicts.

11. A work team is characterised by _____.
   A. the individual accountability for results
   B. the compliments on individual efforts
   C. the goal of sharing information
   D. the availability of complementary skills among members

12. Which of the following teams is more likely to be made up of employees from about the same hierarchical level but different work areas?
   A. Self-managed work.
   B. Cross-functional.
   C. Traditional.
   D. Problem-solving.

Continued ...

13. Following are the key components of effective teams, **EXCEPT** _____.
    A. climate of trust
    B. leadership and structure
    C. reputation of the company founder
    D. adequate resources

14. Effective teams translate their common purpose into _____ goals.
    A. specific
    B. overall
    C. large
    D. vast

15. _____ will be useful in creating team players.
    A. Negotiation training
    B. Computer-based training
    C. Programmed learning
    D. Safety training

16. In a communication process, the _____ initiates a message by encoding a thought.
    A. receiver
    B. sender
    C. receptor
    D. creator

17. Communication that flows from the top management to the middle management of an organisation is called _____.
    A. interpersonal communication
    B. lateral communication
    C. downward communication
    D. upward communication

18. Many people nowadays like to communicate by posting status updates, videos, and photos. This type of electronic communication refers to _____.
    A. emails
    B. video conferencing
    C. corporate websites
    D. social networking

19. The informal communication network in a group or organisation is termed as _____.
    A. feedback
    B. chat network
    C. grapevine
    D. deviant work

Continued ...

20. When receivers of communication, process the information based on their needs, motivations, experience, background, and other personal characteristics, they are engaging in _____.
    A. selective perception
    B. filtering
    C. controlled processing
    D. communication interest

21. Trait theories of leadership focus on _____.
    A. the way the leader makes decisions
    B. the extent to which followers are willing and able to accomplish a specific task
    C. the special relationship that leaders establish with members
    D. the personal qualities and characteristics that differentiate leaders from non-leaders

22. Charismatic leaders _____.
    A. uphold traditional norms to influence people
    B. propose a vision of the future that is better than the current situation
    C. are not risk-takers
    D. have the tendency to ignore the needs and feelings of the followers

23. The primary quality produced by authentic leadership is _____.
    A. authority
    B. strictness
    C. trust
    D. leniency

24. Selena, has an extraordinary effect on her subordinates and she endlessly inspires them toward selfless goals that benefit the larger organisation. This is an example of _____ leadership.
    A. transactional
    B. transformational
    C. laissez-faire
    D. production-oriented

25. A senior employee who accepts the responsibility to support and guide a less-experienced employee is known as a _____.
    A. mentor
    B. mentee
    C. intern
    D. apprentice

Continued ...

26. _____ power is based on the fear of the negative results from failing to comply.
    A. Coercive
    B. Legitimate
    C. Expert
    D. Positional

27. As the senior IT manager, Tony is responsible for completing yearly appraisals of his subordinates and provide them with increments, bonuses, or benefits based on their performance for the particular year. This job responsibility directly reflects his _____.
    A. active power
    B. reference power
    C. reward power
    D. organisational power

28. Rational persuasion is a power tactic that involves the use of _____.
    A. warnings, repeated demands, and threats
    B. benefits or gifts in exchange for following a request
    C. formal authority
    D. logical arguments and factual evidence

29. For a person to be recognised as having a high degree of political skill, he or she must have the _____.
    A. ability to make sacrifices for the benefit of others
    B. ability to respect and consider the needs of others first
    C. ability to influence others to enhance their own objectives
    D. ability to obey to the demands made by others at all times

30. Placing the blame for a negative outcome on external factors that are not entirely blameworthy is known as _____.
    A. stalling
    B. scapegoating
    C. buffing
    D. justifying

31. Conflict that hinders group performance is destructive or _____ conflict.
    A. dysfunctional
    B. functional
    C. task-based
    D. individual-oriented

Continued ...

32. Arif and Aqib are the committee members of a talent-show competition. They work well with other people in the same team but don't get along with each other. This type of conflict can **BEST** be described as _____.
    A. dual
    B. dyadic
    C. double
    D. partnership

33. _____ is a conflict-handling technique in which the parties involved in a conflict wants to satisfy the concerns of all parties.
    A. Collaborating
    B. Competing
    C. Avoiding
    D. Dealing

34. The terms *negotiation* and _____ are used interchangeably.
    A. compromise
    B. win-lose
    C. bargaining
    D. force

35. Andrew has been appointed as a neutral third party to facilitate a negotiated solution by using reasoning, persuasion, and suggestions for alternatives between the labour union and senior management of Autobot Industries. Andrew's role can be termed as _____.
    A. a consultant
    B. an agent
    C. a mediator
    D. an executor

36. Companies are increasingly engaging themselves with green marketing initiatives and eco-friendly products to be sensitive to changing _____.
    A. legal requirements
    B. social trends
    C. demographic trends
    D. cultural requirements

37. An example of an individual source of resistance to change is _____.
    A. habit
    B. product placement
    C. group inertia
    D. structural inertia

Continued ...

38. Twisting facts to make them more attractive, withholding information, and creating false rumours to get employees to accept change are all examples of _____.
    A. manipulation
    B. conciliation
    C. education
    D. exploitation

39. Anand's firm is currently dealing with downsizing of employees and he is very worried. Due to severe anxiety, he has been diagnosed with high blood pressure. He also notices that when he thinks about the future, it triggers headaches. Anand is demonstrating _____ symptoms of stress.
    A. behavioural
    B. reactive
    C. personal
    D. physiological

40. Delilah has been continuously assigned with many tasks after the department merged. Each day, she makes a list of the new tasks, writes a number next to each one according to the urgency of completion, and schedules a time to complete each one. Although she is stressed, Delilah is able to get most of the work done and feels better at the end of the day. Delilah is using _____ techniques to reduce her stress.
    A. job enlargement
    B. time-management
    C. goal-setting
    D. relaxation

(Total: 40 marks)

Continued ...

SECTION B: Structured Questions [60 Marks]

QUESTION 1

(a) Define "***manager.***" (2 marks)

(b) According to Mintzberg, managers perform different interrelated roles. State and explain the **THREE (3)** interpersonal roles. (6 marks)

(c) List down the **FOUR (4)** management functions. (4 marks)

(d) Briefly describe **FOUR (4)** importance of interpersonal skills in the workplace. (8 marks)

(Total: 20 marks)

QUESTION 2

(a) State and briefly describe the **FIVE (5)** key traits in the Big Five model. (10 marks)

(b) List down the **FIVE (5)** factors in the perceiver that influence perception. (5 marks)

(c) State any **FIVE (5)** common biases and errors in decision-making. (5 marks)

(Total: 20 marks)

QUESTION 3

(a) Briefly describe **THREE (3)** strengths and **THREE (3)** weaknesses of job rotation. (6 marks)

(b) Briefly explain **TWO (2)** disadvantages of telecommuting work arrangement to employer and **TWO (2)** disadvantages of telecommuting work arrangement to employee. (4 marks)

(c) State and explain the **FIVE (5)** core job dimensions proposed in the Job Characteristics Model (JCM). (10 marks)

(Total: 20 marks)

End of Paper